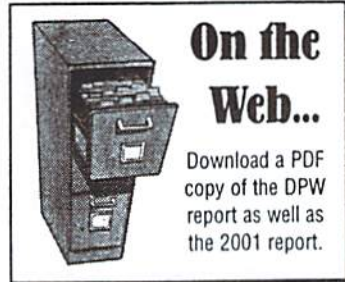


DPW report paints picture of a dysfunctional department

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Tonaszuck told selectmen that the DPW organization is broken and must be fixed. Key staff members have publicly criticized the leadership ability of their boss and departments have become too autonomous and lacked supervision and accountability, he said.

His report began by stating that the DPW was created almost 25 years ago to consolidate separate departments in the town to offer better services at a better price. This organizational model worked for many years but under former DPW director Tom Daley that



ed instituting periodic performance reviews every six months "to face differences and reinforce accomplishments between supervisors and the director."

He also recommended that the DPW staff take part in some teambuilding workshops and/or counseling to begin

"Glaring deficiencies of significant magnitude are not being addressed. Some management staff do not share their department's activities with the director, nor accept his comments or constructive input. Some do not report to anyone."

— Former DPW Director Wally Tonaszuck

format changed, Tonaszuck said.

"Several departments have become distant and do not want oversight by the director," Tonaszuck wrote in the report. "They have become empowered over time and relish the freedom and autonomy they have acquired. This was encouraged and supported by the DPW director at that time but now a new director wants a traditionally structured organization....Several department heads feel no need to be subordinated to the director or the overall needs of the DPW. They do not communicate activities of their departments for informational purpose nor for feedback. Reasonable questions are seen as intrusions and resentment can be viewed as personal."

Tonaszuck said that managers must be accountable for justifying their staffing levels and programs and documenting the results of their work.

DPW drama

Report paints picture of dysfunctional department

By SUSANNA SHEEHAN, CLIPPER STAFF
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Duxbury's Department of Public Works suffers from shoddy recordkeeping, personality conflicts, a lack of accountability, misuse of roadway funds and general mismanagement, according to a report by former DPW Director Wally Tonaszuck.

"The department is dysfunctional," Tonaszuck told Selectmen Monday night while presenting his findings. "The department does not work the way it was intended."

The report was commissioned by Town Manager Richard MacDonald, who said it was the first step in reviewing all departments for efficiency and management practices. MacDonald chose to examine the DPW first, saying he felt the management practices had become "a little relaxed."

Tonaszuck interviewed DPW managers and employees as well as other town officials. He also reviewed department records and spoke to experts in the field before crafting his final report. Tonaszuck, who left Duxbury in 2001 after 12 years as DPW director, was hired in December and paid \$5,000.

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"Documents that would demonstrate performance, particularly in the water and sewer department, simply don't exist," he wrote. "Glaring deficiencies of significant magnitude are not being addressed. Some management staff do not share their department's activities with the director, nor accept his comments or constructive input. Some do not report to anyone."

Accountability also means leading by example, being there first thing in the morning and keeping the director and office staff informed about their whereabouts when they leave the office or the job, Tonaszuck said.

Tonaszuck recommending fences and building mutual respect.

Tonaszuck was critical of the position of DPW office manager, saying there was no job description for the position.

"The current office manager does not routinely report to nor receive assignments from the director," stated To-

naszuck's report. "The position needs to be redefined with a clearer line of authority and what responsibilities are involved."

Tonaszuck also mentioned the DPW operations manager, and cited concerns about possible violations of the wetlands bylaw and landfill capping regulations.

Selectman Christopher Donato interrupted Tonaszuck during his report to question him about his credentials and whether he alone had written the report.

Tonaszuck said he was a registered professional engineer and had been DPW director in Duxbury for 12 years. He had worked as a DPW director in five communities including Lexington and Winchester and that Duxbury was the 16th town for which he worked as a DPW consultant. He is currently retired and living in Bourne. Tonaszuck said he wrote the report by himself and that he had one meeting with MacDonald and another with MacDonald and former selectman Andre Martecchini about the first draft of the report.

Selectmen Chairman Betsy Sullivan interrupted Donato's questioning, asking him: "Where are you going with this?"

"I'm not trying to be offensive," Donato said, "I'm